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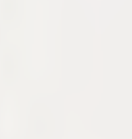


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University of
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Amherst

L I B R A R Y



February 1999

A Newsletter for
Minority Business
Enterprise Vendors
and Property
Management
Professionals

CEO

Challenging Equal Opportunity

GOVERNMENT DOCUMENTS
COLLECTION

AUG 22 2001

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Good Progress on Demonstration Goals

by Steven D. Pierce, MHFA Executive Director

The construction phase of the Demonstration Disposition Program continues to move forward, and residents have begun to move back to their renovated apartments at Franklin Park, Fieldstone, Washington Heights, and Theroch IIB. While the Demonstration's core goal is to create decent, safe, and affordable housing for the residents of Boston's inner-city, its goals for minority and community participation are integral to this \$220 million effort.

According to MHFA's Equal Opportunity Division (as of December 31, 1998), over \$149 million in construction contracts have been awarded or designated for award in the Demonstration. Certified MBEs or MBE joint ventures have garnered 52% (\$77.2 million) of the contract dollars, and WBEs have captured 6% (\$9.5 million) of the contracts. Local businesses represent over 56% (\$84.5 million) of the contracts. Over 65% of the work force hours are attributed to minorities, and 41% of the work force hours are credited to local workers residing at Demonstration properties or in the neighborhood. Women workers comprise 3.5% of the work force.

These impressive numbers reflect what MHFA has stressed since the

Demonstration was conceived several years ago. Generating business opportunities, jobs, and economic development for the community in which the housing is located strengthens the public/private investment in that community.

MBEs or MBE joint ventures have been awarded contracts in 10 of 15 construction bids. There are 18 construction projects that will go to bid in the 11 Demonstration developments. Construction in the Demonstration is under way at the Sonoma, Maple, Schuyler Apartments; Fieldstone Apartments; Camfield Gardens; Theroch I, II, IIB, and IIC; Washington Heights



I and II; Franklin Park I and II; Grant Manor; and Roxse Homes.

The Agency's EO Division continues to monitor every construction site on a weekly basis to confirm that each general contractor makes a best faith effort to achieve its affirmative action goals in the awarding of subcontracts

(continued on next page)

Bonding Opens Doors for Subcontractors

Getting your first bond is a crucial step toward winning larger, more lucrative contracts. November's MBE Linkage Advisory Committee meeting focused on this important process for subcontractors.

"Contracting opportunities in the HUD Demonstration Disposition Program will be enhanced as more minority-owned and women-owned businesses become bondable," said

Wilson Henderson, Director of MHFA's Equal Opportunity Division.

Representatives from two important bonding resources spoke to the 100-plus audience: Joan McDuff, a bonding agent and president of A.B.L.E. Associates, and Jack Hubbard, a consultant at the Massachusetts Community Development Finance Corporation (CDFC).

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Good Progress on Demonstration Goals

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to minority-owned, women-owned, and local businesses and the hiring of minority, women, and local workers.

No other program (federal or state) of this size in Massachusetts has ever attained such high levels of MBE participation as the Demonstration Program. Through its MBE Linkage Committee meetings, MHFA has continuously worked with MBEs to create a level playing field so that all contractors, large and small, can share in the benefits and experiences of participating in such an important housing and economic program as the Demonstration Disposition Program. ■

The Massachusetts
Housing Finance Agency
Invites You to Attend its

Annual

Trade Fair

for Minority/Women
Business Enterprises &
Management Companies/
General Contractors

Sheraton Hotel Ballroom
37 Forbes Street
Braintree, MA

Thursday, April 29, 1999
6:00 – 8:30 p.m.

Present Your
Products and/or Services
to Property Managers and
General Contractors

If you would like to attend or
need further information, contact
James Fortune, MHFA's Minority
Business Enterprise Officer,
at (617) 854-1829.

The deadline for reserving a
display table is Friday, April 16.

Free Admission

Complimentary Light Buffet

Goal Achievements for General Contractors (GCs) Working on the Demonstration Disposition Program (As of December 31, 1998)

CAMFIELD GARDENS

GC: Peabody Construction
\$15,411,217 total construction dollars
MBE utilization 47%
WBE utilization 20%
Local Business utilization 47%
Minority work force hours 41%
Women work force hours 3%
Local work force hours 30%

GC: Duane Corporation
\$1,874,862 total construction dollars
MBE utilization 47%
WBE utilization 0%
Local Business utilization 57%
Minority work force hours 35%
Women work force hours 6%
Local work force hours 10%

FIELDSTONE APARTMENTS

GC: J.B. Cruz Construction, Inc.
\$2,963,305 total construction dollars
MBE utilization 90%
WBE utilization 7%
Local Business utilization 91%
Minority work force hours 87%
Women work force hours 7%
Local work force hours 68%

FRANKLIN PARK

Franklin Park I
GC: Payne/Builders (MBE joint venture)
\$19,247,220 total construction dollars
MBE utilization 52%
WBE utilization 2%
Local Business utilization 82%
Minority work force hours 67%
Women work force hours 5%
Local work force hours 55%

Franklin Park II
GC: Bilt-Rite Construction, Inc.
\$8,051,304 total construction dollars
MBE utilization 50%
WBE utilization 10%
Local Business utilization 88%
Minority work force hours 78%
Women work force hours 2%
Local work force hours 57%

*Note: Construction bids have not yet
been awarded for Geneva Apartments,
Academy Homes II, and Grove Hall.*

GRANT MANOR

GC: Suffolk Construction Co.
\$17,637,647 total construction dollars
MBE utilization 30%
WBE utilization 4%
Local Business utilization 56%
Minority work force hours 64%
Women work force hours 8%
Local work force hours 35%

ROXSE HOMES

GC: Suffolk Construction Co.
\$37,667,938 total construction dollars
MBE utilization 39%
WBE utilization 0%
Local Business utilization 42%
Minority work force hours 75%
Women work force hours 9%
Local work force hours 30%

SONOMA, MAPLE, SCHUYLER APARTMENTS

GC: J.B. Cruz Construction Inc.
\$10,553,744 total construction dollars
MBE utilization 76%
WBE utilization 1%
Local Business utilization 82%
Minority work force hours 69%
Women work force hours 1%
Local work force hours 51%

THEROCH

Theroch I
GC: Long Bay Builders
\$7,741,362 total construction dollars
MBE utilization 78%
WBE utilization 19%
Local Business utilization 62%
Minority work force hours 91%
Women work force hours 3%
Local work force hours 79%

Theroch II

GC: C-Q Construction Corp.
\$7,926,789 total construction dollars
MBE utilization 84%
WBE utilization 0%
Local Business utilization 44%
Minority work force hours 58%
Women work force hours 3%
Local work force hours 44%

Theroch IIB

GC: Tara-Vertec (MBE joint venture)
\$1,064,750 total construction dollars
MBE utilization 88%
WBE utilization 3%
Local Business utilization 94%
Minority work force hours 85%
Women work force hours 2%
Local work force hours 63%

Theroch IIC

GC: Tara Construction Co.
\$452,258 total construction dollars
MBE utilization 77%
WBE utilization 13%
Local Business utilization 90%
Minority work force hours 94%
Women work force hours 0%
Local work force hours 59%

WASHINGTON HEIGHTS

Washington Heights I
GC: Eastern General Contractors, Inc.
\$17,154,618 total construction dollars
MBE utilization 52%
WBE utilization 16%
Local Business utilization 29%
Minority work force hours 44%
Women work force hours 1%
Local work force hours 24%

Washington Heights II
GC: Crosswinds Enterprises, Inc.
\$1,648,463 total construction dollars
MBE utilization 71%
WBE utilization 0%
Local Business utilization 80%
Minority work force hours 88%
Women work force hours 0%
Local work force hours 33%



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Opportunity

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regarding CEO mailings
or story ideas.



Bonding Opens Doors for Subcontractors

(continued from page 1)

A.B.L.E. Associates

"Bonding gives you a lot more credibility," said Joan McDuff. "Historically, small, emerging contractors were told they weren't bondable because they had less than a three-year track record. This is not true anymore."

A.B.L.E. Associates is a bonding agency that has focused on smaller contractors for the last eight years. Ms. McDuff will sit with contractors and help them fill out the bonding application. "There is greater flexibility these days," she stressed.

A.B.L.E. Associates looks at:

- the history of the company;
- the contractor's banking relationship;
- jobs the contractor has done; and
- suppliers used.

Paperwork is completed to create a package for presentation to a surety company.

Surety companies look for the "three Cs:"

- character — how the contractor performs the work;
- credit — how the contractor pays bills; and
- collateral.

By working with contractors one-on-one and finding the positives in a business, she has helped them get bonds based solely on character. She also pointed out that A.B.L.E. Associates has a network of CPAs and attorneys who can work with companies to improve or explain problems.

"You may not be bondable now," she said. "But with work, you could be bondable in six months."

CDFC

Jack Hubbard of CDFC also addressed the meeting and answered questions. He joined CDFC, a quasi-state agency, in 1993 and brings years of commercial banking experience to his position. CDFC administers the Minority and Women Contractor Bond Support Program as well as two programs specifically for MHFA: the Contractors Working Capital Loan Program (CWCL), which provides lines of credit of up to \$50,000 for contractors working on MHFA-financed developments; and the Collateral and Technical Assistance Loan Program (CATA), which provides lines of credit of up to \$50,000 for contractors working on the HUD Demonstration Disposition Program.

"We want to provide minority and women contractors with resources to promote business growth and viability," said Mr. Hubbard.

The goals of these programs are to:

- increase bondability for M/WBEs;
- improve management capacity so contractors can take on contracts of increasing size and complexity; and
- enhance bidding competitiveness.

A lively discussion was held after the presentations. Several contractors who have obtained their first bond stressed the importance of bonding to other audience members.

"You can feel successful on your own, but with bonding, doors really open for your business," said one subcontractor.

Another subcontractor added, "As a bonded sub, you get more respect from the general contractor. He or she is less likely to beat you down on your price."

For further information on bonding, contact Jack Hubbard, CDFC, at (617) 482-9141, ext. 240, and/or Joan McDuff, A.B.L.E. Associates, at (781) 297-7161. ■



Joan McDuff, President of A.B.L.E. Associates, and Jack Hubbard, a consultant at CDFC, prepare their presentations on bonding for the November MBE Linkage Meeting.

What is a Surety Bond?

A surety bond is an agreement under which one party (the surety) guarantees to another (the owner or obligee) that a third party (the contractor or principal) will perform a contract in accordance with contract documents. In the case of a subcontract, the general contractor is the obligee, and the subcontractor is the principal. Surety bonds are usually required of general contractors on public projects financed by federal, state, or local governmental agencies. But an increasing number of private owners are requiring bonds as well. Therefore, many subcontractors find that they are being asked to provide bonds.

There are three types of contract surety bonds:

- The Bid Bond provides financial assurance that the bid has been submitted in good faith and that the contractor intends to enter into the contract at the price bid. The bid bond also assures that the contractor is in a position to provide the required performance and payment bonds.
- The Performance Bond protects the obligee from financial loss should the contractor fail to perform the contract in accordance with the terms and conditions of the contract documents.
- The Payment Bond guarantees that the contractor will pay certain subcontractor, labor, and material bills associated with the project.

Reprinted with permission from A.B.L.E. Associates' brochure "Your First Bond."

Meet the Presidents

Resident association presidents of developments in the HUD Demonstration Disposition Program have provided an extraordinary level of commitment to realizing the goals of the Demonstration. In this issue of *CEO*, we interview Emma Terry, President of the Franklin Park Development Tenants Association, and Paulette Ford, President of the Camfield Tenants Association. Other resident association leaders will be featured in upcoming issues of *CEO*.

Emma Terry

CEO: How long have you lived at Franklin Park?

Ms. Terry: I moved to Franklin Park in 1989.

CEO: When did you get involved in tenant organizing activities?

Ms. Terry: For the longest time, I just paid rent and that was it. But I started to get involved around the time HUD announced that it was trying to auction the development. Channel 5 came over and was filming the apartments. Maintenance was terrible. We started talking about organizing a tenants group. I suggested a person to run for president. She couldn't do it, and next thing you know, I was the president!

CEO: Now that the Demonstration is in full gear, you have become an expert in a lot of areas.

Ms. Terry: That is the truth. I have to wear a lot of different hats. We've been working with architects, government officials, engineers, lawyers, and construction crews. There have been times when I've attended three different meetings in one day.

CEO: What is the construction status of Franklin Park?

Ms. Terry: It's exciting to see the results. Franklin Park is big. We started with 373 housing units at 29 different addresses. The construction has been divided into Franklin Park I and II and Franklin Park New Construction, a homeownership development of 16 townhouses. The end result, Franklin Highlands, will have 286 units. We

really worked to have the units reconfigured because so many families were crowded into one-bedroom apartments. How can you raise a family like that? Currently 12 families have moved back to their renovated units.

CEO: Would you explain the homeownership aspect?

Ms. Terry: Franklin Park is one of two developments in the Demonstration that is syndicated, meaning that we have a private investor. We are building 16 townhouses to provide homeownership for low-income families. It's a great opportunity. We are also going to build an on-site day care center.

CEO: Do you feel that the redevelopment of Franklin Park will help the surrounding neighborhood?

Ms. Terry: Absolutely. It is not just the development that is being reconfigured, it is the community. The residents and people in the neighborhood are getting jobs from the Demonstration. People are getting work and going on to join unions. We are also working to make the neighborhood safer. The Franklin Park residents met with City of Boston officials to get a nearby pizza joint shut down. It was the scene of all kinds of drugs and shootings. We got it shut down to make the area a safe place for children.

CEO: Thank you for your work and commitment to the Demonstration Disposition Program.

Ms. Terry: It has been an experience for me. But this work has to be done. This is a chance that will never come to Boston again.

Paulette Ford

CEO: You were involved in tenant organizing before the Demonstration Disposition Program was announced.

Ms. Ford: Yes, I had lived at Camfield for over ten years. During that time, a tenants group tried to organize but it sort of fizzled out. In March of 1991, I came home from work one day and found a notice on my door saying that HUD was foreclosing on Camfield Gardens. Someone asked me to find space to hold a tenants meeting. We asked Columbus Avenue AME Zion Church if they could host the meeting, and they agreed. Between 60 and 70 people showed up.

CEO: You were elected the first president?

Ms. Ford: I've been elected president of the tenants association two or three times. I thought it would be a commitment of a year or two, but here I am five years later!

(continued on next page)



Emma Terry, President of the Franklin Park Development Tenants Association with grandchildren: Johnetta (l) and Janae (r).



At the Camfield demolition (l-r): Jane Gumble, Director of the Department of Housing & Community Development; Nicolas Retsinas, HUD Assistant Secretary for Housing/Federal Housing Commissioner; Mayor Thomas Menino; Paulette Ford, President of the Camfield Tenants Association; and Steven Pierce, MHFA Executive Director.

(continued from previous page)

CEO: It seems like you have really grown in the position as well. Recently you spoke at a housing seminar sponsored by the Harvard University Joint Center for Housing Studies.

Ms. Ford: That was interesting. I simply told about all the activities and changes we are making as part of the Demonstration Disposition Program. I was a teacher before the Demonstration came along, and I continue to teach computers to 6th through 8th graders. I think that my position as president has forced me to do stuff that I put on the back burner during the

years I was raising my children. After I became president, I returned to school and earned a Master's degree in Elementary Education from Cambridge College. I have used the skills from my Master's program to work with and train residents.

CEO: Camfield Gardens faced unique challenges when it was found to be structurally unsound and needed to be demolished and rebuilt.

Ms. Ford: The residents always knew that Camfield Gardens had serious structural problems. There were leakage and foundation problems. We relied on a good maintenance staff,

who tried their best. When we got into the Demonstration Disposition Program, it was clear to everyone that patching and nailing wouldn't work. We were the first Demonstration project to relocate families. We have been the first Demo development to do a lot of things that are different from traditional resident organizing.

CEO: Has the process been positive?

Ms. Ford: I think it has been. Despite the burdens of demolition, relocation, and an untried process, we have persevered. I have a great staff and excellent advisors. We've maintained good relationships with MHFA and HUD. We make a point to not be adversarial but try to effectively communicate our positions on things. We understand the points of view of MHFA and HUD. Some people go into this and think they are going to create the Taj Mahal. We understand our responsibilities and the limitations, but the results will be truly exciting. It's like the education process that comes from buying a house, except it is like buying 100-200 houses at once!

CEO: Would you do this again?

Ms. Ford: I'm not sure I would take on this level of responsibility again, but I am proud of our accomplishments. People should strive to do something meaningful in their lives. I guess the rebuilding of Camfield Gardens and overseeing its transformation into Camfield Estates is it for me. ■

Bus Tour Brings Demonstration Home to MHFA Staff

Seeing is believing. Dozens of MHFA staff work on the Demonstration Disposition Program every day, but many do not have the chance to leave their desks and "get out in the field." That changed in November when over fifty MHFA employees toured Demonstration properties. The bus tour was organized by Bob Pyne, Director of Development, so staff could see the Agency's largest project first hand.

MHFA employees visited some of the construction sites, toured rehabilitated

apartments, and met residents, including Emma Terry, President of the Franklin Park Development Tenants Association.

"It was an invigorating afternoon," said Al Hoban, MHFA's Comptroller. "I'm going to frame some of the photos I took on the tour to remind the accounting staff of the real meaning of the Demonstration Disposition Program." ■



MHFA employees visit units at Franklin Park during the Agency's recent bus tour.

Bilt-Rite Construction, Inc.



Chris Sullivan (l), President, and John Sullivan (r), Treasurer, of Bilt-Rite Construction, Inc., general contractor for Franklin Park II.

Bilt-Rite Construction is the general contractor for Franklin Park II, 89 units that are part of the rehabilitation of Franklin Park in the HUD Demonstration Disposition Program.

Bilt-Rite Construction is headquartered in Roxbury and began in 1982 by brothers Chris and John Sullivan. The company has so far met or surpassed its minority, women, and local business and work force goals on the Demonstration. (See *Bilt-Rite's hiring achievements in box on page 2.*)

"We are a local company," John Sullivan, Treasurer, explains. "Chris and I grew up in Mission Hill and, over the years, have worked with many local and minority-owned businesses."

In addition to working on Franklin Park II, Bilt-Rite is currently working on eight different construction projects.

"With so much subcontracting work, we maintain a large list of MBEs and minority workers that we can draw upon," Mr. Sullivan says. "Right from the beginning of our business, we used

a lot of MBEs, and we have them bid on all the line items. We don't just funnel minority businesses into certain trades. There is across-the-board usage."

Bilt-Rite looks for subcontractors who are reliable, cost competitive, and able to do the work.

"Subs do not have to have bonding, but we will help any subcontractor working on our projects get his or her first bond," he says. John recalls that when Chris and he started Bilt-Rite, they did small residential renovation projects. When they tried for their first bond, they were turned down because they lacked a long track record of completing larger projects. They overcame that hurdle by gradually building a line of credit with a local bank.

"We encourage subcontractors to take advantage of line of credit programs offered by MHFA and CDFC, such as the CATA and CWCL loan programs. (See 'CATA and CWCL Loans Available' below.) Establish a line of

credit and repay the loan. This goes a long way in helping you get a bond," Mr. Sullivan says.

With bonding, Bilt-Rite was able to take on increasingly larger jobs. They have worked extensively with the City of Boston in its Buildable Lots program and the Public Facilities Department. They currently concentrate on multi-unit residential rehabilitation in eastern Massachusetts, as well as some private projects and commercial development. Throughout the years, their bonding capacity has steadily grown along with their projects.

"Another piece of advice for subcontractors is to hire someone to do the paperwork and bookkeeping for your business," Mr. Sullivan suggests. "Hire an administrative assistant, who will handle weekly reports and billing. So many small businesses hesitate to hire someone, but it is hard to work in the field and manage the day-to-day paperwork. Having organized records will also make bonding a lot easier."

"...we have (MBEs) bid on all the line items. We don't just funnel minority businesses into certain trades. There is across-the-board usage."

John Sullivan
Treasurer
Bilt-Rite Construction

CATA and CWCL Loans Available



The Collateral and Technical Assistance (CATA) Loan Program provides up to \$50,000 to certified M/WBES that have contracts with the Demonstration Disposition Program. CATA Loans offer

a fixed interest rate for the term of the loan with no closing fees or points. The loan also features technical assistance and a simplified application process. Contact Joy Whitlow at CDFC at (617) 482-9141, ext. 238.

The Contractors Working Capital Loan (CWCL) offers the same loan terms as CATA but covers M/WBES working on non-Demonstration Disposition contracts. Contact Jack Hubbard at CDFC at (617) 482-9141, ext. 240. ■

Long Bay Builders

Long Bay Builders was formed two years ago and is the general contracting subsidiary of Long Bay Management and Development Company, owned by the Guscott family. Since its formation, Long Bay Builders has taken on several major construction projects, including the rehabilitation of New Port Antonio, a 227-unit project (for which MHFA acted as interim manager for HUD) and Theroch I (part of the HUD Demonstration Disposition Program).

"Long Bay Builders is an example of how to rebuild community, not just structures," says Ken Guscott, General Partner of Long Bay Management and Development Company. "Ninety percent of our work force comprises minority or local workers and businesses." It is this commitment to bringing opportunities to residents of the inner-city that helped minority-owned Long Bay Builders win the Theroch I contract for the Demonstration Disposition Program. Long Bay is rehabilitating and reconfiguring the 99 units that are part of Theroch I.

Since Long Bay Management began 20 years ago, the company has overseen basic renovations on the more than 1,500 units that it manages, but until Long Bay Builders was formed, it hired outside general contractors. Now the company is able to handle major rehabilitation and new construction. Will Croom is president of Long Bay Builders.

"I met Will 20 years ago when he got out of the Air Force," Ken Guscott recalls. "We talked about doing general contracting, but he was already committed to another position."

Will Croom holds a degree in Architectural Engineering. He worked at various engineering and architectural firms since that initial meeting, including Macomber, Sverdrup & Parcel, and Bechtel, where he worked on the Central Artery.

In 1996, the two men finally joined forces, and Long Bay Builders was created. "Our mission is to provide a platform for minority subcontractors to get a foothold in the construction industry," Mr. Croom explains. "So many minority subs have been unable to obtain bonding, but they are the ones who hold the key to really strengthening the community. They need the opportunity and assistance to take on more projects. We work with the subcontractors one-on-one to get them their first bond."



Will Croom, President of Long Bay Builders

We help them meet payroll and complete paperwork. We find positions for laborers who have language barriers."

Long Bay Builders also works extensively with MHFA and the Massachusetts Community Development Finance Corporation (CDFC) to help subcontractors access training, financing, and project opportunities.

"Whatever it takes, we are willing," says Mr. Croom. From this commitment, Long Bay Builders is showing outstanding achievement in its goals for the Demonstration. A standout among these accomplishments is 91% hiring of minority workers. (See Long Bay Builders' goal achievements in box on page 2.)

"Our mission is to provide a platform for minority subcontractors to get a foothold in the construction industry."

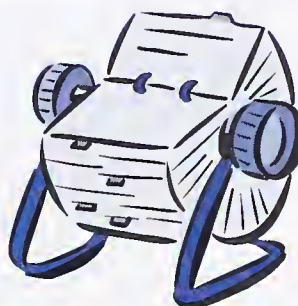
Will Croom
President
Long Bay Builders

MBE Snapshot

SOMWBA Has Moved...

State Office of Minority and Women Business Assistance
10 Park Plaza, 3rd Floor
Boston, MA 02116
(617) 727-8692 • Fax: (617) 727-5915

Web site: www.state.ma.us/somwba



George Ovins, MHFA Senior Operations Accountant, works with Dickerman School 4th-graders as a STARR Mentor.



MHFA'S INTERNSHIP AND PAVE WAY FOR B

For MHFA, building beyond "bricks and mortar" is a core mission. That's why the Agency offers opportunities for children and young people in their neighborhoods. Currently the Agency has programs that open doors for young people residing in the city. These programs also bring MHFA staff into the community.



New Horizon Interns (front row): Dulyx Jacquet and Garfield Williams (not pictured: Delon Bannis) with Wilson Henderson, MHFA Director of Equal Opportunity, and Patricia Weems, MHFA Equal Opportunity Officer.

STARR Mentor Program (Striving Toward Academic Recognition and Respect)

This program was created in 1991 by the Agency's Equal Opportunity Division and is intended to give young inner-city children encouragement and guidance in their academic studies. Currently, 13 MHFA employees volunteer as mentors each week in a classroom at the Quincy E. Dickerman Elementary School in Dorchester. Many of the students reside in MHFA-financed housing in the area. The mentors are men of color who provide tutoring in the classroom and act as role models. Mentors start working with a third-grade class and stay with the students through the fifth grade.

"We start the program with third graders because studies show that is when test scores for students in an urban setting diverge from the average," explains Wilson Henderson, Director of MHFA's Equal Opportunity Division. "The mentors help build self-esteem and challenge the children academically and socially."

The STARR program also funds additional books and supplies for the classroom, offers field trips to cultural, educational, and social events, and provides monetary awards to students for scholastic efforts and achievements.

New Horizon

The Equal Opportunity Division started the New Horizon Program in 1990 and offers paid internships to three low-income, minority high school or college students living in the Boston Linkage Area (Roxbury, North Dorchester, Mattapan, and parts of Jamaica Plain and the South End). The interns work in the EO Division, where they learn positive work habits, new technical skills, and are encouraged to continue their educations. The objective of the program is to raise the students' level of aspiration and enhance their academic achievements through work experience in a professional environment.

Garfield Williams is a 21-year-old Northeastern University student who started as a New Horizon intern in the tenth grade. During his tenure at MHFA, Garfield has worked on Demonstration Disposition reporting, data management of bid opportunities for CEO, and Linkage Area goal tracking. Majoring in Computer Engineering at Northeastern, he also recently helped the Agency's MIS department network Agency computers to Netscape.

"When I got the internship back in high school, I was so happy," he says. "Working in an office setting was so much better than the retail job I expected to get. I've also received valuable mentoring from MHFA staff."

The New Horizon interns work between 10 and 17 hours per week during the school term and 35 hours per week during school breaks and summer vacation.

MENTORING PROGRAMS FIGHTER FUTURES

community
always been part of its
actively promotes learning
g adults living in inner-city
or work and/or mentoring programs
r near MHFA-financed developments.
ct contact with the people they serve.



*Hyde Park High
Academy of Finance
Interns (l-r): Shanila
Hill-Davis, Alex Jean,
Natalie Morales,
Eliza Moses, Damitra
Traverso, Max Jeudy,
Michael Scarlett, and
Jack Alexander.*

Internship Program with Hyde Park High's Academy of Finance

Students enrolled in the Academy of Finance at Hyde Park High School participate in paid internships to gain experience in the financial field. MHFA joined the program in 1993 and was the first company to create year-round internships in the program, rather than just during summer vacation. The Academy of Finance at Hyde Park High School is one of three Academies set up in Massachusetts' high schools. (The others are: The Academy of Travel and Tourism at East Boston High School, and the Academy of Public Service at Dorchester High School.) All three Academies are part of the national Academy Foundation in Washington, D.C., chaired by Vernon Jordan.

"Students come to MHFA for two hours each day after school. We made the internship full-time because by the time summer interns were trained, the internship would be ending," explains Sam John, MHFA's Financial Reporting Officer and the Agency's coordinator for the program. "The internships last for two years, and the students work in the Agency's Financial Reporting, Accounting Operations, and Treasury departments."

State Representative Angelo Scaccia (Hyde Park) visited the Agency in November to get a first-hand view of the program. He met Alex Jean, a senior at Hyde Park High, who works in the Treasury Department. "Working at MHFA has given me a knowledge of accounting practices and real experience in the business world," Alex explained.

Youth Opportunities at Demonstration Disposition Properties

Thaddeus Miles, MHFA's Director of Public Safety, coordinates two learning opportunities for young people living at HUD Demonstration Disposition Program developments. The Academy

at the Cambridge Computer Center



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school-age students. It is overseen by Wayne Williams, a doctoral student at Harvard University.

In June, Miles and Williams recruited interested students from the Computer Center to create a video of their experiences and views of the Demonstration Disposition Program. The young people interviewed representatives from HUD and MHFA and other residents of Demonstration properties. During the summer, the students worked 20 paid hours each week. During the school year, they have volunteered their time and are currently editing the final video at Harvard University's Media Center.

"The kids acquired interviewing experience and learned how to handle cameras and editing equipment," says Mr. Miles. "We've offered guidance, but the resulting video will be their personal view of the Demonstration and how it affects their lives."

The video is expected to be available for viewing by fall 1999.



George Ovins, MHFA Senior Operations Accountant, works with Dickerman School 4th-graders as a STARR Mentor.



MHFA'S INTERNSHIP A PAVE WAY FOR

For MHFA, the mission goes beyond "bricks and mortar." That's why the agency provides opportunities for children in low-income neighborhoods. Currently the Agency has opened doors for young people through these programs. These programs also bring MHFA's



New Horizon Intern Garfield Williams

STARR Mentor Program (Striving Toward Academic Recognition and Respect)

This program was created in 1991 by the Agency's Equal Opportunity Division. It is intended to provide

CEO, challenging equal opportunity: a newsletter for minority business enterprise vendors and proper

employees each week from at the Quincy E. Dickerman Elementary School in Dorchester. Many of the students reside in MHFA-financed housing in the area. The mentors are men of color who provide tutoring in the classroom and act as role models. Mentors start working with a third-grade class and stay with the students through the fifth grade.

"We start the program with third graders because studies show that is when test scores for students in an urban setting diverge from the average," explains Wilson Henderson, Director of MHFA's Equal Opportunity Division. "The mentors help build self-esteem and challenge the children academically and socially."

The STARR program also funds additional books and supplies for the classroom, offers field trips to cultural, educational, and social events, and provides monetary awards to students for scholastic efforts and achievements.

New Horizon

The New Horizon Internship Program provides paid work experience for low-income, high school or college students living in the Boston Linkage Area (Roxbury, North Dorchester, Mattapan, and parts of Jamaica Plain and the South End). The interns work in the EO Division, where they learn positive work habits, new technical skills, and are encouraged to continue their educations. The objective of the program is to raise the students' level of aspiration and enhance their academic achievements through work experience in a professional environment.

Garfield Williams is a 21-year-old Northeastern University student who started as a New Horizon intern in the tenth grade. During his tenure at MHFA, Garfield has worked on Demonstration Disposition reporting, data management of bid opportunities for CEO, and Linkage Area goal tracking. Majoring in Computer Engineering at Northeastern, he also recently helped the Agency's MIS department network Agency computers to Netscape.

"When I got the internship back in high school, I was so happy," he says. "Working in an office setting was so much better than the retail job I expected to get. I've also received valuable mentoring from MHFA staff."

The New Horizon interns work between 10 and 17 hours per week during the school term and 35 hours per week during school breaks and summer vacation.

MENTORING PROGRAMS BRIGHTER FUTURES

ing community
has always been part of its
y actively promotes learning
young adults living in inner-city
as four work and/or mentoring programs
in or near MHFA-financed developments.
direct contact with the people they serve.



Hyde Park High Academy of Finance Interns (l-r): Shanita Hill-Davis, Alex Jean, Natalie Morales, Eliza Moses, Damitra Traverso, Max Jeudy, Michael Scarlett, and Jack Alexander.

Internship Program with Hyde Park High's Academy of Finance

Students enrolled in the Academy of Finance at Hyde Park High School participate in paid internships to gain experience in the financial field. MHFA joined the program in 1993 and was the first company to create year-round internships in the program, rather than just during summer vacation. The Academy of Finance at Hyde Park High School is one of three Academies set up in Massachusetts' high schools. (The others are: The Academy of Travel and Tourism at East Boston High School, and the Academy of Public Service at Dorchester High School.) All three Academies are part of the national Academy Foundation in Washington, D.C., chaired by Vernon Jordan.

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Youth Opportunities at Demonstration Disposition Properties

Thaddeus Miles, MHFA's Director of Public Safety, coordinates two learning opportunities for young people living at HUD Demonstration Disposition Program developments. The Academy Homes/Camfield Computer Center is a 15-station computer room located at Academy Homes. The Center offers GED training and job enhancement skills for high school-age students. It is overseen by Wayne Williams, a doctoral student at Harvard University.

In June, Miles and Williams recruited interested students from the Computer Center to create a video of their experiences and views of the Demonstration Disposition Program. The young people interviewed representatives from HUD and MHFA and other residents of Demonstration properties. During the summer, the students worked 20 paid hours each week. During the school year, they have volunteered their time and are currently editing the final video at Harvard University's Media Center.

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The video is expected to be available for viewing by fall 1999.



Young residents of Demonstration Disposition Program developments edit interviews for their video on the Demonstration.



New MHFA Contractor Monitoring the Demonstration Program



Wilson Henderson, Director of MHFA's Equal Opportunity Division, and Joan Spicer, MHFA's Construction On-Site Monitor.

MHFA Prepares its Black History Month Celebration



The Agency will celebrate Black History Month on Thursday, February 18, 1999. David Hall, Provost of Northeastern University, will be the featured speaker. James Fortune, MHFA's Minority Business Enterprise Officer, is organizing the event. ■

CEO Available On-Line



Anyone with Internet access can now see the latest issue of the *CEO* newsletter, including bidding opportunities, on MHFA's Web site. Visit www.mhfa.com and select the "News, Forms, & Information" icon. *CEO* is listed under publications and can be viewed or downloaded as a PDF file (Portable Document Format). ■

Demonstration Disposition workers and residents may likely see or talk to Joan Spicer, MHFA's new Construction On-Site Monitor. She joined the Equal Opportunity Division's compliance staff last August. Ms. Spicer monitors Demonstration Disposition work sites to confirm the presence of minority, women, and local businesses working on contracts and verifies local, minority, and women workers on site. In addition to checking compliance, Ms. Spicer alerts interested local residents to potential training opportunities that will assist them in obtaining work at one of the Demonstration construction sites.

"I talk to residents about how to obtain construction work," Ms. Spicer says. "It is particularly important to get women interested in the building trades. For example, I recently told some residents about a program for electrical apprenticeships being offered

by the Joint Apprentice and Training Committee. In addition to checking identifications of workers, I want to be a resource for them."

Gustavo Vara-Billota, MHFA's Senior Equal Opportunity Analyst and Spicer's technical supervisor, says, "Involving minorities, women, and local residents in the economic activities of the Demonstration Disposition Program has been a major piece of the program since its inception. Monitoring is a way to keep track of what is happening each day at various sites to make sure everyone is doing the best they can to bring economic opportunities to residents and minorities."

Before joining MHFA, Ms. Spicer taught special needs high school students in the Canton School System. She also has 15 years' experience in the construction trades and was a member of the Local 4 Elevator Constructors Union. ■

Latino Heritage Month Celebrated at MHFA

MHFA staff enjoyed an informative presentation by The Honorable Maria Lopez of the Massachusetts Trial Court on "Diversity in the Judiciary." The talk was part of the Agency's seventh annual Latino Heritage Month Celebration held in October. Judge Lopez is the first Hispanic female to be appointed to the Superior Court in Massachusetts' history. The event also included a display by artist Ana Impellizeri and guitar music by Daniel Augusto. ■



(l-r): Wilson Henderson, MHFA Director of Equal Opportunity, Judge Maria Lopez, and Steven Pierce, MHFA Executive Director.

MBE Contract Opportunities

AS OF
FEBRUARY 1999

(List does not include
Demonstration
Disposition Program
Opportunities)

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT COMPANY	CONTACT PERSON	TELEPHONE NO.	BID DEADLINE
ALARMS SERVICE/REPAIRS	Blake Estates I & II	Beacon Residential Management	Maureen Statson	(617) 364-5277	Summer 1999
	Symphony Plaza West	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Symphony Plaza East	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter 1999
	Waterview Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
APT. MAINTENANCE SUPPLIES APPLIANCES	Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	Clark House	JCM Management	Elizabeth Massey	(413) 256-0141	Spring 1999
APPLIANCE REPAIRS	Rita Hall	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Market Mill	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Framingham Green	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	Washington Columbia II	Winn Management Co.	Lena Wood	(617) 445-1412	Year Round
	Hano Street Apts.	Maloney Properties	Earl Henry	(617) 562-8156	Year Round
BATHROOM REPAIRS	Wollaston Manor	Aimco	Sandy Miller	(617) 773-2293	Year Round
	St. James	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter 1999
	Townhouse of Lowell	Wingate Management Co.	Joy H. Agnelli	(978) 459-3631	Year Round
	Hemenway Apartments	SHP Management Corp.	Peter Ganter	(617) 427-3656	Spring 1999
	Wollaston Manor	Aimco	Sandy Miller	(617) 773-2293	Year Round
CABINET/COUNTER REPLACEMENT	Pine Crest	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Symphony Plaza West	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Blackstone	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter 1999
	St. James	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Unquity House	Milton Residence	Mark Whalen	(617) 698-2103	Spring 1999
	Waterview Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
	Cotton Mill Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
	Falls View Apartments	Garden Park Management	Vi Baldwin	(413) 594-5113	Year Round
	Clark House	JCM Management	Elizabeth Massey	(413) 256-0141	Winter 1999
	Hemenway Apartments	SHP Management Corp.	Peter Ganter	(617) 427-3656	Spring 1999
	Cromwell Court	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter 1999
	Riverside Village	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter 1999
	Prescott Mill	Meredith Management	Richard Czerment	(978) 368-8500	Spring 1999
	Palmer Green Estates	Beacon Residential Management	Nancy Salvia	(413) 283-9753	Winter 1999
	Chatham West	Beacon Residential Management	Domenica Cuscina	(508) 580-1404	Summer 1999
CARPENTRY	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	Cottage Brook Apartments	Maloney Properties	Deborah Huff	(617) 442-1443	Winter 1999
	Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
	Rita Hall	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Market Mill	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Framingham Green	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Haynes House	Maloney Properties	Charlotte DiLorenzo	(617) 541-2077	Year Round
	Ashland Commons	APT Management, Inc.	Terri Simmons	(508) 881-3314	Spring 1999
	Chatham West	Beacon Residential Management	Domenica Cuscina	(508) 580-1404	Year Round
	Townhouse of Lowell	Wingate Management Co.	Joy H. Agnelli	(978) 459-3631	Year Round
CARPETING	Museum Square	Boston Land Co.	Colleen McAnespic	(978) 794-0944	Year Round
	Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Woodridge Homes	Barkan Management Co.	Sandy Larsen-Souza	(978) 682-7093	Year Round
	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	Whittier Terrace Assoc.	Beacon Residential Management	Joseph Salvia	(508) 791-1472	Spring 1999
	Apple Village	APT Management, Inc.	Gail Bolton	(978) 927-2606	Winter 1999
	Gardner Terrace	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Hebron Mill	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Hebron Village	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Ft. Heath Apts.	Ft. Heath Mgmt.	Sanford Kaplan	(617) 527-2400	Spring 1999
	Unquity House	Milton Residence	Mark Whalen	(617) 698-2103	Spring 1999
	Fitchburg Green Apts.	Barkan Management Co.	Mary B. Wood	(978) 342-8688	Year Round
	Summit Hill Apartments	Federal Management	Carmen Nieves	(413) 733-1800	Year Round
	Millhaus Apartments	Harbor Management	Everett LaPierre	(508) 529-4460	Year Round
	Bedford Village	SC Management Corp.	Betty Tenwolde	(781) 275-1038	Year Round
	Academy Knoll	APT Management, Inc.	Kerrie MacQuarrie	(508) 481-2330	Spring 1999
	Bergen Circle Apartments	American Shelter Corp.	Ted McNeil	(413) 781-5010	Winter 1999
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
	Summit Hill Apartments	Federal Management	Carmen Nieves	(413) 733-1800	Year Round
	Haynes House	Maloney Properties	Charlotte DiLorenzo	(617) 541-2077	Year Round
CERAMIC TILE COMPUTER MAINTENANCE	Marble Street Apts.	Barkan Mgmt. Co.	Jean Powers	(508) 791-2236	Year Round
	Apple Village	APT Management, Inc.	Gail Bolton	(978) 927-2606	Year Round

MBE Contract Opportunities

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT COMPANY	CONTACT PERSON	TELEPHONE NO.	BID DEADLINE
DOORS	Essex Towers	APT Management, Inc.	Nilda Torres	(978) 686-0440	Year Round
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
ELECTRICAL	Wollaston Manor	Aimco	Sandy Miller	(617) 773-2293	Year Round
	South Holyoke Housing	TCB Mgmt. Community Builders	Enid Berrios	(413) 534-0955	Year Round
	All Sites	Nuestra Properties	Jovanna Morales	(617) 442-8472	Spring 1999
	Washington Columbia II	Winn Management Co.	Lena Wood	(617) 445-1412	Year Round
	Verdean Gardens	Cruz Management	Tony Almeida	(508) 996-3239	Year Round
	Kimball Court I, III	JRM Management	John Zorzonzho	(781) 933-9900	Year Round
ELECTRICAL SUPPLIES	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Newcastle Saranac Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Hemenway Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Ebenezer Homes	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Danube Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Chester Square	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Cast Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	713 Dudley Street Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
ELEVATOR MAINTENANCE	Museum Square	Boston Land Co.	Colleen McAnespic	(978) 794-0944	Winter 1999
	The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
FENCING	Ashland Commons	APT Management, Inc.	Terri Simmons	(508) 881-3314	Spring 1999
FIRE PROTECTION	Rock Harbor Village	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1998
	Museum Square	Boston Land Co.	Colleen McAnespic	(978) 794-0944	Year Round
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
FLOORING	All Sites	Nuestra Properties	Jovanna Morales	(617) 442-8472	Spring 1999
	Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Burbank Gardens	SC Management Corp.	Cheryl Nichols	(617) 566-0671	Winter 1999
	Newcastle Saranac Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Hemenway Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Ebenezer Homes	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Danube Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Chester Square	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Cast Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	713 Dudley Street Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Bedford Village	SC Management Corp.	Betty Tenwolde	(781) 275-1038	Year Round
FUEL OIL	Waterview Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
	Cotton Mill Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
GENERAL REPAIRS	Bellingham Square Apt.	APT Management, Inc.	Mary Simpson	(781) 246-1350	Year Round
	Rockledge Apts.	APT Management, Inc.	Mary Simpson	(781) 246-1350	Year Round
GLASS REPLACEMENT	Rita Hall	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Market Mill	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Framingham Green	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Apple Village	APT Management, Inc.	Gail Bolton	(978) 927-2606	Year Round
	Newcastle Saranac Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Hemenway Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Ebenezer Homes	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Danube Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Chester Square	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Cast Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	713 Dudley Street Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Clark House	JCM Management	Elizabeth Massey	(413) 256-0141	Year Round
HARDWARE SUPPLIES	The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Newcastle Saranac Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Hemenway Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Ebenezer Homes	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Danube Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Chester Square	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Cast Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	713 Dudley Street Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
HVAC	South Holyoke Housing	TCB Mgmt. Community Builders	Enid Berrios	(413) 534-0955	Winter 1999
	All Sites	Nuestra Properties	Jovanna Morales	(617) 442-8472	Spring 1999
	Beachmont Apts.	Crowninshield Mgmt.	Barbara Gaudet	(781) 289-3049	Spring 1999
	Cotton Mill Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
	Hemenway	SHP Management Corp.	Peter Ganter	(617) 427-3656	Spring 1999
INTERIOR DECORATING	Market Mill	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Cefalo Memorial Complex	MB Management	Kevin Plourde	(781) 662-0223	Winter 1999
	Hemenway	SHP Management Corp.	Peter Ganter	(617) 427-3656	Spring 1999
JANITORIAL CLEANING/SERVICES	Haynes House	Maloney Properties	Charlotte DiLorenzo	(617) 541-2077	Year Round
	Mass Mills I	JRM Management	Catherine Wheeler	(978) 970-2200	Year Round
	Mass Mills II	JRM Management	Catherine Wheeler	(978) 970-2200	Year Round
	Museum Square	Boston Land Co.	Colleen McAnespic	(978) 794-0944	Year Round

TRADE/SERVICE**JANITORIAL CLEANING/SERVICES
(CONT.)****DEVELOPMENT****MANAGEMENT COMPANY****CONTACT PERSON****TELEPHONE NO.****BID DEADLINE****AS OF
FEBRUARY 1999***(List does not include
Demonstration
Disposition Program
Opportunities)***LANDSCAPING****MASONRY****OFFICE SUPPLIES****PAINTING**

The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
Indian Motorcycle	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Joseph's House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Brookside Estates	Winn Management Co.	Stacey Hodgkins	(978) 683-9770	Year Round
Michael's House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Elmwood Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Sycamore House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Prospect Heights	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
McKinley House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Berkshiretown	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Linden Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Holyoke Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
Monatiquot Village	Peabody Properties Inc.	Melissa Price	(781) 848-2400	Winter 1999
Hadley West	SHP Management Corp.	Dianne Rainest	(978) 373-9571	Year Round
Kimball Court I, III	JRM Management	John Zorzonhlo	(781) 933-9900	Year Round
Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
Kenmore Abbey	State Street Management Corp.	Jennifer Brown	(617) 262-9600	Spring 1999
Prescott Mill	Meredith Management	Richard Czerment	(978) 368-8500	Spring 1999
South Holyoke Housing	TCB Mgmt. Community Builders	Enid Berrios	(413) 534-0955	Spring 1999
Framingham Green	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
Ramblewood	CMJ Management Co.	Jim Kelly	(781) 767-3636	Spring 1999
Heritage Green Apt.	Meredith Management	Gary Laroche	(508) 347-2200	Spring 1999
All Sites	Nuestra Properties	Jovanna Morales	(617) 442-8472	Spring 1999
Essex Towers	APT Management, Inc.	Nilda Torres	(978) 686-0440	Spring 1999
Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
Indian Motorcycle	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Joseph's House	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Verdean Gardens	Cruz Management	Tony Almeida	(508) 996-3239	Year Round
Michael's House	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Elmwood Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Sycamore House	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Prospect Heights	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
McKinley House	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Berkshiretown	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Linden Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Holyoke Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Spring 1999
Newcastle Saranac Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
Hemenway Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
Ebenezer Homes	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
Danube Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
Chester Square	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
Cast Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
713 Dudley Street Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
Fitchburg Green Apts.	Barkan Management Co.	Mary B. Wood	(978) 342-8688	Year Round
Summit Hill Apartments	Federal Management	Carmen Nieves	(413) 733-1800	Spring 1999
Monatiquot Village	Peabody Properties, Inc.	Melissa Price	(781) 848-2400	Spring 1999
King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
Bedford Village	SC Management Corp.	Betty Tenwolde	(781) 275-1038	Spring 1999
Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
St. James	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
Hancock Court	O.P. Properties, Inc.	George Picewick	(617) 847-1818	Spring 1999
Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
Whittier Terrace Assoc.	Beacon Residential Management	Joseph Salvia	(508) 791-1472	Spring 1999
Falls View Apartments	Garden Park Management	Vi Baldwin	(413) 594-5113	Spring 1999
Rolfe House	SHP Management Corp.	Diane M. Nahoney	(781) 593-7884	Spring 1999
Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
Fitchburg Green Apts.	Barkan Management Co.	Mary B. Wood	(978) 342-8688	Year Round
Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
Blake Estates I & II	Beacon Residential Management	Maureen Statson	(617) 364-5277	Spring 1999
South Holyoke Housing	TCB Mgmt. Community Builders		(413) 534-0955	Year Round
Rock Harbor Village	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
Blackstone	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
Ocean Shores Apts.	Harbor Management	Annette Kalil	(781) 598-5564	Year Round
Ramblewood	CMJ Management Co.	Jim Kelly	(781) 767-3636	Year Round
Haynes House	Maloney Properties	Charlotte DiLorenzo	(617) 541-2077	Year Round
Ashland Commons	APT Management, Inc.	Terri Simmons	(508) 881-3314	Spring 1999
Chatham West	Beacon Residential Management	Domenica Cuscina	(508) 580-1404	Summer 1999
Mass Mills I & II	JRM Management Company	Catherine Wheeler	(978) 970-2200	Year Round
Townhouse of Lowell	Wingate Management Co.	Joy H. Agnelli	(978) 459-3631	Year Round
All Sites	Nuestra Properties	Jovanna Morales	(617) 442-8472	Spring 1999

MBE Contract Opportunities

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT COMPANY	CONTACT PERSON	TELEPHONE NO.	BID DEADLINE
PAINTING (CONT.)	Essex Towers	APT Management, Inc.	Nilda Torres	(978) 686-0440	Year Round
	Verdean Gardens	Cruz Management	Tony Almeida	(508) 996-3239	Year Round
	Brookside Estates	Winn Management Co.	Stacey Hodgkins	(978) 683-9770	Year Round
	Hano Street Apts.	Maloney Properties	Earl Henry	(617) 562-8156	Year Round
	Apple Village	APT Management, Inc.	Gail Bolton	(978) 927-2606	Winter 1999
	Oxford Place Apts.	SC Management Corp.	Cheryl Nichols	(617) 566-0671	Year Round
	Gardner Terrace	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Hebron Mill	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Hebron Village	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Fitchburg Green Apts.	Barkan Management Co.	Mary B. Wood	(978) 342-8688	Year Round
	Falls View Apartments	Garden Park Management	Vi Baldwin	(413) 594-5113	Spring 1999
	Millhouse Apartments	Harbor Management	Everett LaPierre	(508) 529-4460	Year Round
	Bedford Village	SC Management Corp.	Betty Tenwolde	(781) 275-1038	Spring 1999
	Academy Knoll	APT Management, Inc.	Kerrie MacQuarrie	(508) 481-2330	Spring 1999
	Kimball Court I, III	JRM Management	John Zorzonhlo	(781) 933-9900	Year Round
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
	Pine Crest	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Symphony Plaza West	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Symphony Plaza East	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Cromwell Courts	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	St. James	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Kings Landing	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Brandy Hill	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Riverside Village	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Kenmore Abbey	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
	Canterbury Towers	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Winter/Spring '99
PAVING/REPAIRS	Oak Hill Apts.	Allen Management	W. Goodwin	(413) 499-4099	Spring 2000
	Ramblewood	CMJ Management Co.	Jim Kelly	(781) 767-3636	Spring 1999
	Palmer Green Estates	Beacon Residential Management	Nancy Salvia	(413) 283-9753	Winter 1999
	Chatham West	Beacon Residential Management	Domenica Cuscina	(508) 580-1404	Fall 1999
	Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
	Heritage Green Apt.	Meredith Management	Gary Laroche	(508) 347-2200	Spring 1999
	Gardner Terrace	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Hebron Mill	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Hebron Village	AMC/Federal Mgmt.	Debra LeSieur	(508) 226-3457	Spring 1999
	Ft. Heath Apts.	Ft. Heath Mgmt.	Sanford Kaplan	(617) 527-2400	Spring 1999
	Hadley West	SHP Management Corp.	Dianne Rainest	(978) 373-9571	Year Round
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
	Hadley West	SHP Management Corp.	Dianne Rainest	(978) 373-9571	Year Round
	Douglass Park Apts.	Boston Land Co.	Derry Rooney	(617) 442-8900	Year Round
	Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
PLAYGROUNDS	Bedford Village	SC Management Corp.	Betty Tenwolde	(781) 275-1038	Spring 1999
	Washington Columbia II	Winn Management Co.	Lena Wood	(617) 445-1412	Year Round
PLUMBING	Hano Street Apts.	Maloney Properties	Earl Henry	(617) 562-8156	Year Round
	Waterview Apts.	Federal Management Co., Inc.	Jonathan Donahue	(617) 482-8925	Year Round
PLUMBING SUPPLIES	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
PRINTING/GRAPHIC DESIGN	Haynes House	Maloney Properties	Charlotte DiLorenzo	(617) 541-2077	Spring 1999
	Prescott Mill	Meredith Management	Richard Czermak	(978) 368-8500	Spring 1999
ROOFING REPAIRS/REPLACEMENT	Blake Estates I & II	Beacon Residential Management	Maureen Statson	(617) 364-5277	Spring 1999
	Pine Crest	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	St. James	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Kings Landing	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Market Mill	Peabody Properties, Inc.	Luz Martinez	(978) 687-3838	Spring 1999
	Ramblewood	CMJ Management Co.	Jim Kelly	(781) 767-3636	Spring 1999
	Palmer Green Estates	Beacon Residential Management	Nancy Salvia	(413) 283-9753	Winter 1999
	Heritage Green Apts.	Meredith Management	Gary Laroche	(508) 347-2200	Spring 1999
	Beachmont Apts.	Crowninshield Mgmt.	Barbara Gaudet	(781) 289-3049	Spring 1999
	Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
	Whittier Terrace Assoc.	Beacon Residential Management	Joseph Salvia	(508) 791-1472	Spring 1999
	Apple Village	APT Management, Inc.	Gail Bolton	(978) 927-2606	Winter 1999
	Martensen Village	SC Management Corp.	Cheryl Nichols	(617) 566-0671	Winter 1999
	Newcastle Saranac Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Ebenezer Homes	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Hemenway Apt.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Danube Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Chester Square	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Cast Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	713 Dudley Street Assoc.	Abrams Management Co.	Matt Bell	(617) 424-1300	Year Round
	Falls View Apartments	Garden Park Management	Vi Baldwin	(413) 594-5113	Spring 1999
	Summit Hill Apartments	Federal Management	Carmen Nieves	(413) 733-1800	Spring 1999
	Northridge Homes	Barkan Management Co., Inc.	Mike Bettencourt	(978) 922-6514	Spring 1999
	Bergen Circle Apartments	American Shelter Corp.	Ted McNeil	(413) 781-5010	Winter 1999

TRADE/SERVICE	DEVELOPMENT	MANAGEMENT COMPANY	CONTACT PERSON	TELEPHONE NO.	BID DEADLINE
ROOFING REPAIRS/REPLACEMENT (CONT.)	Brandy Hill	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Kenmore Abbey	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Cromwell Court	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
SEAL COATING	Martensen Village	SC Management Corp.	Cheryl Nichols	(617) 566-0671	Winter 1999
	Bedford Village	SC Management Corp.	Betty Tenwolde	(781) 275-1038	Spring 1999
	Ft. Heath Apts.	Ft. Heath Mgmt.	Sanford Kaplan	(617) 527-2400	Spring 1999
SECURITY	Blackstone	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	St. James	State Street Development Mgmt.	Jennifer Brown	(617) 262-9800	Spring 1999
	Ocean Shores Apts.	Harbor Management	Annette Kalil	(781) 598-5564	Year Round
	Museum Square	Boston Land Co.	Colleen McAnespic	(978) 794-0944	Winter 1999
	The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Whittier Terrace Assoc.	Beacon Residential Management	Joseph Salvia	(508) 791-1472	Spring 1999
	Apple Village	APT Management, Inc.	Gail Bolton	(978) 927-2606	Winter 1999
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
	Hadley West	SHP Management Corp.	Dianne Rainest	(978) 373-9571	Year Round
	Heritage Green Apt.	Meredith Management	Gary Laroche	(508) 347-2200	Spring 1999
SITE IMPROVEMENT	Townhouse of Lowell	Wingate Management Co., Inc.	Joy H. Agnelli	(978) 459-3631	Spring 1999
	Hano Street Apts.	Maloney Properties	Earl Henry	(617) 562-8156	Year Round
	Unquity House	Milton Residence	Mark Whalen	(617) 698-2103	Spring 1999
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
	Hemenway	SHP Management Corp.	Peter Ganter	(617) 427-3656	Spring 1999
	South End Apartments	Community Builders, Inc.	Deborah Austin	(617) 267-1347	Year Round
	Bergen Circle Apartments	American Shelter Corp.	Ted McNeil	(413) 781-5010	Winter 1999
	Prescott Mill	Meredith Management	Richard Czermak	(978) 368-8500	Winter 1999
	Indian Motorcycle	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Joseph's House	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
SNOW REMOVAL	Verdean Gardens	Cruz Management	Tony Almeida	(508) 996-3239	Year Round
	Michael's House	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Elmwood Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Sycamore House	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Prospect Heights	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	McKinley House	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Berkshiretown	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Linden Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	Holyoke Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Winter 1999
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
TRASH REMOVAL	The Tannery I Apartments	Crowninshield Management	Walter Gorman	(508) 532-4800	Year Round
	Woodridge Homes	Barkan Management Co., Inc.	Sandy Larsan-Souza	(978) 682-7093	Spring 1999
	Indian Motorcycle	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Joseph's House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Michael's House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Elmwood Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Sycamore House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Prospect Heights	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	McKinley House	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Berkshiretown	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
WALLPAPERING WATERPROOFING	Linden Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	Holyoke Towers	Appleton Corporation	Katri Walker	(413) 536-8048	Year Round
	King Village	SHP Management Corp.	Sandy Charette	(508) 992-7762	Fall 1999
	Pheasant Hill Village	Westwood Management	Sandra Lepore	(413) 789-1131	Year Round
	Ocean Shores Apts.	Harbor Management	Annette Kalil	(781) 598-5564	Spring 1999
	Hancock Court	O.P. Properties, Inc.	George Picewick	(617) 847-1818	Spring 1999
	Unquity House	Milton Residence	Mark Whalen	(617) 698-2103	Spring 1999
	Haynes House	Maloney Properties	Charlotte DiLorenzo	(617) 541-2077	Spring 1999
	Palmer Green Estates	Beacon Residential Management	Nancy Salvia	(413) 283-9753	Winter 1999
	Cefalo Memorial Complex	MB Management	Kevin Plourde	(781) 662-0223	Spring 1999
WINDOW CLEANING	Rolfe House	SHP Management Corp.	Diane M. Nahoney	(781) 593-7884	Spring 1999
	The Anchorage Apartments	Barkan Management Company	Stephanie Berlo	(617) 242-4515	Year Round
	Hancock Court	O.P. Properties, Inc.	George Picewick	(617) 847-1818	Spring 1999
	Marble Street Apts.	Barkan Mgmt. Co.	Jean Powers	(508) 791-2236	Year Round
	Cefalo Memorial Complex	MB Management	Kevin Plourde	(781) 662-0223	Summer 1999
	Hadley West	SHP Management Corp.	Dianne Rainest	(978) 373-9571	Year Round
WINDOW GLAZING WINDOW REPLACEMENT					

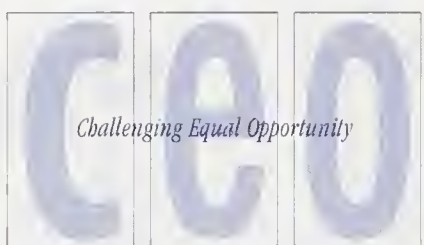
**AS OF
FEBRUARY 1999**

*(List does not include
Demonstration
Disposition Program
Opportunities)*

MBE Directory Available

The MHFA maintains a directory of MBE vendors, by trade category, for interested MHFA management companies. The directory consists of vendors who have participated in MHFA-sponsored trade fairs and/or training programs as well as vendors currently doing business with MHFA-financed developments.

To receive or be added to the directory, contact Jackie Gwinn at (617) 854-1820.



Massachusetts Housing Finance Agency
One Beacon Street
Boston, MA 02108-3110

The Massachusetts Housing Finance Agency does not discriminate on the basis of race, color, religion, sex, national origin, ancestry, sexual orientation, age, familial status, or physical or mental disability in the access or admission to, or treatment or employment in, its programs, activities, functions, or services. The following persons are responsible for coordinating compliance with applicable non-discrimination requirements:

Wilson Henderson, *Equal Opportunity Director*
Ann Anderson, *504/ADA Coordinator*
Deb Sullivan, *504/ADA Employment Coordinator*
Wendy Warring, *General Counsel*

MHFA's phone number is
(617) 854-1000 (VOICE)
(617) 854-1025 (TDD)
(617) 854-1028 (FAX)
1-800-439-2370 (Massachusetts Relay Number)

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This newsletter is also available in alternate formats, such as large print or audio cassette. Such formats can be provided, if necessary, upon sufficient notice by contacting MHFA's Public Information Department at (617) 854-1841 or TDD (617) 854-1025.

Valuing Workplace Diversity

Understanding and respecting diversity enhances the work environment and the services MHFA provides to its constituents. MHFA recently held workshops for Agency staff and managers to address diversity.

In November, the Agency held workshops for its staff, entitled "Working in a Diverse Workplace." Consultants Patricia Arrendondo and James Spencer of Empowerment Workshops led the classes, which incorporated handouts, videos, and group discussions. The exercises emphasized recognizing and adapting communication practices to bridge cultural differences.

"One exercise randomly paired employees. We talked together to find things in common,"



said participant Loretta Spinale, Design and Technical Assistant. The exercise demonstrated that finding commonalities moves you beyond perceived cultural or social differences.

Employees also analyzed videos of typical employee interactions and discussed ways to apply "cross cultural flexibility."

A separate program, "Managing in a Diverse Environment," was held for MHFA supervisory staff, led by Gwen Cochran of Cochran, Hadden, Royston Associates. Managers learned effective ways to communicate with their employees. They also reviewed state and federal laws concerning discrimination.

Recognizing that MHFA serves an incredibly diverse and changing constituency, participants in both workshops brainstormed on ways to improve the Agency's outreach and programs.

The issue of sexual harassment is being addressed in a separate series of workshops for MHFA employees. Managers attended training sessions in



December, and non-supervisory staff are attending sessions of "Sexual Harassment Avoidance" throughout February. Jane Edmonds, President of Jane C. Edmonds and Associates, Inc., is leading the workshops. Participants examine case studies of sexual harassment lawsuits and discuss various employee situations and whether they constitute sexual harassment.

The trainings were organized by the Agency's Equal Opportunity and Human Resources Divisions. Deb Sullivan, Director of Human Resources, explains: "These programs help create an atmosphere where employees feel comfortable with their differences and can freely offer the creativity and innovation that comes from their particular backgrounds. Employees benefit and so do the people that we serve." ■

MHFA staff break into discussion groups during the "Working in a Diverse Workplace" training program.

